BUDGET 2005

Ministry of
Sustainable Resource
Management

SERVICE PLAN
2005/06 – 2007/08

BRITISH
COLUMBIA

www.gov.bc.ca

National Library of Canada Cataloguing in Publication Data
British Columbia. Ministry of Sustainable Resource Management
Service Plan. — 2002/03/2004/05 —

Annual.

ISSN 1499-8947 = Service plan — British Columbia.
Ministry of Sustainable Resource Management

1. British Columbia. Ministry of Sustainable Resource Management — Periodicals. 2. Sustainable development — Government Policy — British Columbia — Periodicals. I. Title. II. Title: British Columbia, Ministry of Sustainable Resource Management service plan.

HD75.6.B74 354.3'33'0971105 C2002-960028-6

Ministry of Sustainable Resource Management, contact:

PO BOX 9361
STN PROV GOVT
VICTORIA BC
V8W 9M2

or visit our website at
http://www.gov.bc.ca/srm

Published by the Ministry of Sustainable Resource Management

105-04468/

Table of Contents

Message from the Minister and Accountability Statement 3

Message from the Minister of State for Resort Development and Accountability Statement 5

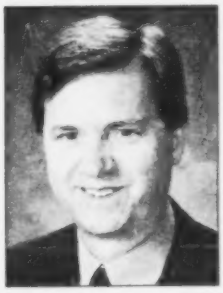
Ministry Overview and Core Business Areas 7

Resource Summary 8

Vision, Mission and Values 10

Goals, Objectives, Strategies and Results 12

Related Initiatives and Planning Processes 24



Message from the Minister and Accountability Statement

It is with great pleasure that I present the 2005/06 – 2007/08 service plan for the Ministry of Sustainable Resource Management. Through the ministry's four previous annual service plans our focus has remained the same: to find a balance between economic development and environmental integrity while ensuring that decisions on Crown land are sustainable, accountable and responsible to future generations.

I am pleased to say that we have made exceptional progress over the last three years primarily with the completion of a number of strategic land-use plans, notably the Central Coast, North Coast, Morice and Lillooet. Additionally, we have laid the groundwork for the Working Forest. Land Information BC is completing several of its major projects including electronic land-title filing and the independent Land Title and Survey Authority is now open for business. The cross-ministry contaminated sites policy was approved by Cabinet and acknowledged as representing real progress in a recent review by the Auditor General.

This year's service plan outlines key business areas and strategies that will continue to improve the climate for investment in BC's resource sector. The sector is experiencing buoyant market conditions but also faces continuing challenges like mountain pine beetles. We are working to support our sustainable resource economy, in particular by providing greater certainty of access to Crown land and other resources for the benefit of all British Columbians.

This plan also sets out target dates for the completion and adoption of specified land-use plans, particularly in the Sea-to-Sky corridor in the run-up to the Vancouver 2010 Olympic and Paralympic Winter Games.

I look forward to delivering on this service plan and meeting my ministry's vision of a vibrant economy supporting the social and environmental values of British Columbians.

The 2005/06 – 2007/08 Ministry of Sustainable Resource Management Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 28, 2005 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

George Abbott

Honourable George Abbott
Minister of Sustainable Resource Management

February 3, 2005

Message from the Minister of State for Resort Development and Accountability Statement

As Minister of State for Resort Development I am committed to achieving our vision of enhancing resort development and showing the world that British Columbia is truly a world-class all-season resort destination.

My predecessor and his team accomplished a lot in the first year of this portfolio. One of the key accomplishments has been the creation of the BC Resort Task Force and its BC Resort Strategy. Through the implementation of this strategy we will be able to provide a more favourable environment for resort development and expansion through five Strategic Directions:

1. Maintain and Enhance British Columbia's Competitive Edge in Resort Development
2. Increase Resort Development
3. Support Resort Communities
4. Improve Transportation Infrastructure
5. Build First Nations Partnerships

It is my responsibility to oversee the implementation of the Strategy's Action Plan and work in unison across government to achieve our vision. I am looking forward to stimulating resort-based tourism in B.C. and provide exciting economic opportunities for the people of British Columbia.

I am the Minister of State for Resort Development and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2005/06:

- Develop a new, streamlined resort application process that integrates and harmonizes the application processes of Land and Water BC, the Environmental Assessment Office and local governments and present to the Cabinet Committee on Environment and Resource Development.
- Prepare a best practices guide concerning resort planning, development and operation and present to the Cabinet Committee on Environment and Resource Development.

Honourable Patty Sahota
Minister of State for Resort Development

February 3, 2005

Ministry Overview and Core Business Areas

The Ministry of Sustainable Resource Management provides provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources. Our work identifies land-use priorities, informs decision-making, reduces resource conflict and improves access to resources while maintaining environmental integrity. These results are all essential to improving the global competitiveness of B.C. industry and our ability to attract private investment, which in turn is key to stimulating economic growth and job creation across the province. The ministry relies on five core business areas to achieve its goals and objectives.

1. **Sustainable Economic Development — Goal 1.** This core business is involved with the development of resource-based economic opportunities through land and resource plans, improved tools for balanced decisions and increased participation with First Nations. (111 FTEs, gross budget $25.1 million[1], recoveries $2.5 million)
2. **Land Information BC — Goal 2.** The flagship initiative for the ministry's information program, Land Information BC serves the people of British Columbia by providing leadership in geographic and spatial information. (291 FTEs, gross budget $48.0 million, recoveries $16 million)
3. **Sound Governance — Goal 3.** To ensure optimal use of Crown land and resources, the ministry develops principles, policies and legislation to guide resource planning, tenuring, disposal and pricing. It also sets strategic policies concerning property assessment, manages contaminated sites on provincial land and leads performance management. (24 FTEs, gross budget $23.5 million, recoveries $0.03 million)
4. **Property Assessment Services — Goal 3.** The ministry manages 70 Property Assessment Review Panels across the province and supports management of the Property Assessment Appeal Board. Costs are fully recovered. (11 FTEs, gross budget $2.4 million, recoveries $2.4 million)
5. **Executive and Support Services — All Goals.** The offices of the Minister, Minister of State, Deputy Minister and Corporate Service Division (CSD)[2] constitute this core business. (171 FTEs, gross budget $16.0 million, recoveries $8.7 million)

The resources shown above are 2005/06 full-time equivalent (FTE) staff numbers and gross operating budgets before adjustment for cost recoveries. Net operating expenses are provided in the Resource Summary table on page 8.

For more information about the ministry and related organizations, please see http://srmwww.gov.bc.ca/clrg/ministry_overview.pdf.

[1] Excludes water rental remissions — see footnote 2 on page 9.

[2] CSD also provides some or all of these services for the Ministry of Water, Land and Air Protection, the Agricultural Land Commission, the Property Assessment Appeal Board and the Environmental Assessment Office. This involves about two-thirds of the Executive and Support Services' total of 171 FTEs.

Resource Summary

Core Business Areas	2004/05 Restated Estimates[1]	2005/06 Estimates	2006/07 Plan	2007/08 Plan
Operating Expenses ($000)				
Sustainable Economic Development	10,603	22,624	18,530	18,530
Water Rental Remissions[2]	0	10,000	50,000	50,000
Land Information BC	42,968	32,001	31,998	31,998
Sound Governance	2,562	23,535	24,516	25,516
Property Assessment Services	1	1	1	1
Executive and Support Services[3]	6,515	7,257	7,244	7,244
Ministry Sub-Total	**62,649**	**95,418**	**132,289**	**133,289**
Agricultural Land Commission[4]	1,957	2,068	2,087	2,087
Crown Land Special Account[5]	210,620	141,820	94,320	59,320
Total	**275,226**	**239,306**	**228,696**	**194,696**
Full-time Equivalents (Direct FTEs)				
Sustainable Economic Development	110	111	111	111
Land Information BC[6]	421	291	291	291
Sound Governance	22	24	24	24
Property Assessment Services	11	11	11	11
Executive and Support Services[3]	171	171	171	171
Ministry Sub-Total	**735**	**608**	**608**	**608**
Agricultural Land Commission[4]	20	21	21	21
Total	**755**	**629**	**629**	**629**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Sustainable Economic Development	600	150	150	150
Land Information BC	7,400	10,615	6,371	6,381
Sound Governance	5	10	10	10
Property Assessment Services	96	96	96	96
Executive and Support Services[3]	50	50	50	50
Ministry Sub-Total	**8,151**	**10,921**	**6,677**	**6,687**
Agricultural Land Commission[4]	50	15	15	5
Total	**8,201**	**10,936**	**6,692**	**6,692**

Core Business Areas	2004/05 Restated Estimates[1]	2005/06 Estimates	2006/07 Plan	2007/08 Plan
Other Financing Transactions ($000)				
Crown Land Special Account[4]				
Receipts	900	144	124	105
Total Net Cash Source (Requirements)	**900**	**144**	**124**	**105**

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the *2005/06 Estimates*. Schedule A of the *2005/06 Estimates* presents a detailed reconciliation.

[2] Water rental remissions — provided to BC Hydro to offset restrictions on existing water licences as a result of new water use plans. This is an activity under the core business area of Sustainable Economic Development.

[3] Executive and Support Services includes the offices of the Minister, Minister of State and Deputy Minister, as well as the finance, administration, information technology and human resource support services for all ministry core businesses. Corporate Services staff FTEs under Executive and Support Services also support the Ministry of Water, Land and Air Protection and other agencies through service agreements.

[4] The Agricultural Land Commission has its own service plan.

[5] The Crown Land Special Account is used to record free Crown grants and nominal rent tenures at fair market value for all of government. These amounts are then offset by a matching revenue item resulting in a zero impact to the government's budget. All but $20,000 of the planned expenditures shown here are for this purpose. The budget for the Crown Land Special Account differs each fiscal year, depending on the number and value of free Crown land grants and nominal rent tenures issued.

[6] The FTE reduction after 2004/05 reflects the transfer of employees to the newly formed Land Title and Survey Authority in 2004.

Recoveries and Revenues

Through partnerships and other arrangements with various organizations, the ministry provides services and then recovers some or all of the costs. These recoveries are shown by core business on page 3 and are expected to amount to $31.6 million in 2005/06. Principal items include funding from the Ministry of Water, Land and Air Protection for administrative support services, and from the Forest Investment Account for resource planning and information services. The gross operating budget for the ministry's core businesses on page 3 totals $115.0 million (excluding water rental remissions), while the resource summary operating budget, net of recoveries, totals $85.4 million, excluding the ALC, the Crown Land Special Account and water rental remissions.

The ministry expects to collect revenues of about $412 million in 2005/06 and similar amounts in the following three years. Of these, about $285 million are expected from water revenues, $87 million from real estate earnings of the Crown Land Special Account, $39 million in land registry fees paid to the government from the new Land Titles and Survey Authority, and about $1 million from a number of other sources including map and air-photo sales.

Vision, Mission and Values

Vision

A vibrant economy supporting the social and environmental values of British Columbians.

Mission

The Ministry of Sustainable Resource Management provides provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources.

Values and Principles

A) Organizational Values

The ministry's values are consistent with and enhance the government-wide corporate values. These value statements shape and guide development of our strategies, our decision-making and the daily work of each staff member.

Excellence	We excel as leaders in sustainability. We strive to improve our performance and reward our progress.
Innovation	We encourage an entrepreneurial spirit by providing the tools for staff to make decisions to manage risks and get results.
Respect	We treat each other and those we serve with fairness, dignity and compassion.
Integrity	We exemplify the highest standards of dedication, trust, co-operation, pride and courtesy in the work environment.
Teamwork and Collaboration	We support each other and work together, across divisional and geographic boundaries.
Diversity	We value our diverse workforce and create a work environment that is welcoming and inclusive.
Communication	We listen to each other and remain receptive to ideas regardless of their origin. We engage people at all levels of the ministry as we communicate our expectations and decisions.
Balance	We balance personal and workplace expectations and strive to keep both in mind as we meet the demands of public service.

B) Governance Principles for Sustainability

Governance principles for sustainability have been developed by the ministry to guide strategic policy and planning initiatives and the delivery of public services. These principles help ensure that economic, social and environmental perspectives are integrated. (see http://srmwww.gov.bc.ca/clrg/psirb/sustainability/index.html)

Goals, Objectives, Strategies and Results

This section outlines how specific objectives, strategies, performance measures and targets help achieve the ministry's goals. The diagram displays government strategic goals, along with the ministry mission, goals, objectives and performance measures, and indicates their linkage.

Government Strategic Goals

A strong and vibrant provincial economy, a supportive social fabric and safe, healthy communities and a sustainable environment.

Ministry Mission

Provide provincial leadership, through policies, planning and resource information to support sustainable economic development of the province's land, water and resources.

Ministry Goals	Ministry Objectives	Performance Measures/Indicators
1. Sustainable economic development of land and resources.	1. Long term strategic direction for the sustainable use of Crown lands and resources.	• Completion and adoption, by target dates, of specified priority strategic-level plans and accompanying implementation strategies which satisfy the governance principles for sustainability. • Resource targets completed for the specified percentage of the province.
	2. Sub-regional land and resource planning and associated projects that enable specific sustainable economic development of Crown lands and resources.	• Hectares of additional Crown land identified by the ministry for sale/tenure as a consequence of land and resource planning. • Percentage of high priority SRMPs completed that are required to support the *Forest and Range Practices Act*. • Number of new SRMPs completed by target date to enable specific resource-based opportunities.
	3. Leadership in land and resource management decisions.	• Percentage of clients making land and resource management decisions who are satisfied with the ministry's leadership in ensuring these decisions are effective, integrated and science-based.
2. Leadership in geographic and spatial information.	1. Integrated information to improve land and resource decision-making.	• Percentage of land and resource data sets loaded into the Land and Resource Data Warehouse.
	2. Client focused delivery of information services.	• Percentage of clients covered by service agreements satisfied with land information services.
	3. Transformed business delivering improved information services.	• Amount of cost recovery, cost reduction, cost avoidance and grants/contributions through partnerships.
3. Sound governance of land and resource management.	1. Corporate policies and legislation that address government priorities for sustainable economic development.	• Regulatory requirements maintained at or below June 2004 baseline.
	2. A framework for sustainable resource management that informs policy and performance management.	• Number of new formal activities established with external stakeholders that demonstrate and promote key elements of sustainability.
	3. Contaminated sites on provincial lands are managed through a consistent, informed, priority-based process.	• Number of known provincial contaminated sites which have been inventoried.

Goal 1: *Sustainable economic development of land and resources.*

(Supporting resource-based sustainable development, diversification and maintenance of environmental integrity through land and resource planning decisions, increased First Nations' economic participation, and improved decision frameworks).

In support of this goal the ministry pursues three objectives. The first two deal with land and resource management planning. Strategic-level land-use plans, which include Land and Resource Management Plans (LRMPs), identify on a broad scale where land and resources may be developed for economic activity (objective 1). Operational plans (objective 2) are more detailed in scope and are generally referred to as Sustainable Resource Management Plans (SRMPs). Priorities have been set for preparation of both strategic and operational-level plans based on their expected economic impact in key sectors.

The ministry also achieves the resource planning aspects of its mission by serving as a central agent to support and enable integrated decision-making across all government agencies (objective 3). This integrated decision-making considers environmental, social and economic issues while striving to find ways for all uses to co-exist with less conflict.

Core Business Area: *Sustainable Economic Development.*

Objective 1: *Long-term strategic direction for the sustainable use of Crown lands and resources.*

Strategic-level plans and the implementation strategies that accompany them are the highest-level land and resource management plans government undertakes. Completion of strategic-level plans will help ensure resource management decisions take into account the needs of communities, the economy and the environment, as well as First Nation values and concerns, now and into the future.

Linked to these strategic-level plans, the ministry is working to implement the government's Working Forest policy to ensure that resource communities and the forest sector have a stable, sustainable land base to support investment and jobs while maintaining opportunities for conservation, other resource uses, and full public access to B.C. forests. Implementation of the policy will be achieved by retaining the existing Provincial Forest designation that covers about 75 million hectares of forested and non-forested Crown land; by completing and maintaining strategic-level plans; and by establishing resource targets for land areas supporting forestry and other uses and values, such as wildlife habitat.

Key strategies:

- complete Haida Gwaii/Queen Charlotte Islands and Sea-to-Sky strategic land-use plans and consequent government-to-government negotiations

- ensure approval of strategic land-use plans
- oversee implementation and revision of strategic-level land-use plans to maintain effectiveness
- establish Working Forest resource targets.

Performance Measures:

Strategic-level plans completed and adopted: This measure identifies major, specific efforts to complete, approve and implement six priority strategic-level plans that facilitate access to, and use of, Crown lands and resources, particularly where competition between commercial and public interests for these resources is strong. These six plans will cover 12 per cent of the province, bringing to 85 per cent the area of British Columbia covered by approved strategic land-use plans.

Working Forest resource targets completed: This measure is an indicator, through resource targets, of the enhanced certainty being provided to resource users about the available land base in the Working Forest.

Performance Measures	2004/05 Estimate	2005/06 Target	2006/07 Target	2007/08 Target
1-1. Completion and adoption, by target dates, of specified priority strategic-level plans and accompanying implementation strategies which satisfy the governance principles for sustainability.	Central Coast, North Coast, Morice, Lillooet and Sea-to-Sky plans completed. Government-to-government plan negotiations with affected First Nations concluded for Lillooet, Central Coast, North Coast and Morice LRMPs.	Haida Gwaii/ QCI plan completed. Government-to-government plan negotiations with affected First Nations concluded for Haida Gwaii/QCI and Sea-to-Sky plans.	All strategic level plans completed and adopted.	N/A
1-2. Working Forest resource targets completed for the specified percentage of the province.	35%	60%	70%	80%

Objective 2: *Sub-regional plans and projects that enable sustainable economic development of specific Crown lands and resources.*

These finer-scale land-use plans and projects support specific resource-based economic opportunities being pursued by the ministry's partner agencies, with consequent economic and social benefits, while meeting environmental objectives.

Sustainable Resource Management Plans (SRMPs) define how Crown land and resources in the specified planning area will be used in the future. Their scope and planning boundaries are driven by the specific resource issues and opportunities under study (e.g., tourism opportunities, agricultural lands, access management, biodiversity requirements, community economic diversification and growth, and conflict resolution). Completion of SRMPs will involve consultation with interested First Nations and will contain policies and guidelines supporting sustainable resource management.

In addition to SRMPs, the ministry will undertake other specific initiatives under this objective, such as supporting amendments to government policies or legislation to ensure sustainable access to Crown land or resources for development.

Key strategies:

- undertake SRMPs to enable specific economic opportunities
- undertake specific projects, such as support for policy revisions, to meet strategic commitments and statutory obligations for the sustainable management of Crown lands and resources
- engage First Nations in land-use planning and the achievement of sustainable land and resource-based economic opportunities
- implement and maintain sub-regional plans.

Performance Measures:

Crown land identified for sale or tenure[3]: Through certain types of land and resource planning studies, the ministry improves Crown land access by identifying additional land available for sale or tenure. The provincial agency Land and Water BC, Inc. then conducts the allocation processes. Target achievement will enable greater economic opportunities in rural British Columbia.

Supporting results-based forestry: Specification of key biodiversity objectives in priority SRMPs required to support the *Forest and Range Practices Act* will allow implementation of results-based forestry and a reduction in regulation. This will lead to increased economic and social benefits while maintaining environmental integrity.

New SRMPs completed: This is an indicator of additional resource-based economic opportunities enabled by planning activities under this objective.

[3] These are areas of additional Crown land which will be identified for sale/tendering by the ministry. They will only be a portion of the areas of sale and tenuring reported by Land and Water BC, Inc. and other agencies.

Performance Measures	2004/05 Estimated Base	2005/06 Target	2006/07 Target	2007/08 Target
1-3. Hectares of additional Crown land identified by the ministry for sale/tenure as a consequence of land and resource planning.	800 hectares	1,000 hectares	1,000 hectares	1,000 hectares
1-4. Percentage of high priority SRMPs completed that are required to support the *Forest and Range Practices Act*.	70%	90%	100%	New priority plans identified and initiated for remaining areas.
1-5. Number of new SRMPs completed by target date to enable specific resource-based opportunities.	3 — all Muskwa-Kechika Management Area SRMPs completed (formerly pre-tenure plans)	5	5	5

Objective 3: *Leadership in land and resource management decisions.*

Effective sustainable resource management requires integrated decision-making that recognizes the use of a resource for one purpose can affect the management and use of other resources. For example, forests supply timber for the forest industry but also provide scenic values for tourism and communities, habitat for wildlife, sites for recreation, and vegetative cover for water quality and soil stability.

Decisions affecting Crown land and resources in British Columbia are delivered through a variety of agencies and mechanisms, including legal frameworks, policy statements, resource planning, and coordination processes. The ministry will build on this foundation so that decisions which affect resource management are effective, integrated and science-based.

Key strategies:

- chair regional Inter-agency Management Committees
- work with other agencies, departments and communities, through mechanisms such as sector Crown land and resource strategies, to identify priority projects
- undertake specific initiatives in support of integrated governmental decision-making
- undertake projects to resolve specific Crown land and resource management issues

- implement and coordinate federal/provincial resource policies and management agreements related to federal initiatives, such as the federal *Species at Risk Act* and the Oceans strategy
- refine and implement socio-economic and environmental assessment tools to support science-based decision-making.

Performance Measure:

Client satisfaction with ministry leadership of land and resource planning decisions: The ministry's leadership in this field can be most directly and regularly assessed by the organizations with which it works and the stakeholders to whom it endeavours to deliver benefits. The views of these clients on whether this is effective, integrated and science-based will be supplemented from time to time by independent, third-party assessments.

Performance Measure	2004/05 Base	2005/06 Target	2006/07 Target	2007/08 Target
1-6. Percentage of clients making land and resource management decisions who are satisfied with the ministry's leadership in ensuring these decisions are effective, integrated and science-based.	To be determined by a survey to be conducted before March 31, 2005.	5 percentage point improvement over base.	10 percentage point improvement over base.	15 percentage point improvement over base.

Goal 2: *Leadership in geographic and spatial information.*

(Serving the people of BC through leadership in geographic and spatial information.)

Land Information BC provides a coordinated, cost effective and collaborative approach to addressing geographic and spatial information needs in support of informed decision-making. Access will be faster, the quality of information will be higher, and information will be geographically referenced. As a consequence of this improved access to land and resource information, clients and staff will be able to make decisions more rapidly and with reduced risk. This will help improve B.C.'s business and investment climate.

Land Information BC offers information collection and capture, information management and access, and decision-support services. Through its Client Council and other steering committees, Land Information BC ensures its partner ministries and agencies are directly involved in the planning, priority setting and decision-making concerning information services.

Core Business Area: *Land Information BC.*

Objective 1: *Integrated information to improve land and resource decision-making.*

This objective is focused on coordinated science-based collection and capture of land, resource and geographic information that can be integrated easily in a flexible manner in order to inform a wide spectrum of decisions across different subject areas, management levels, locations and time frames.

Key strategies:

- manage and deliver data fundamental to government and client business
- address legacy data
- clean data and address data quality issues based on priorities
- apply quality assurance, audit and monitoring
- apply standards to suit business needs.

Performance Measure:

Loading the Land and Resource Data Warehouse: The data warehouse contains data sets[4] identified by clients as a priority. Integration of these priority data sets around common attributes is a key project for the ministry and our clients. Progress is measured against a baseline data-set number of 132 from 2001/02.

[4] A data set (e.g., archaeological sites) is a data collection from a single data category (e.g., cultural and demographic) to support one or many business areas.

Performance Measure	2004/05 Estimated Base	2005/06 Target	2006/07 Target	2007/08 Target
2-1. Percentage of land and resource datasets loaded into the Land and Resource Data Warehouse.	50%	70%	80%	85%

Objective 2: *Client-focused delivery of information services.*

Enhancing client success and loyalty is central to achieving the highest possible benefits for B.C. This will be achieved through focused service offerings, alignment of expectations, delivery of distinctive value and personal treatment in an environment of innovation and continuous improvement.

Key strategies:

- work with clients to refine our core business
- deliver products and services that maximize value to clients
- implement new business processes to ensure a client-focused organization
- measure client satisfaction and act on client feedback.

Performance Measure:

Client satisfaction with land information services: Annual surveys measure improvement against the 2003/04 baseline of 46% client satisfaction. This measure is focused on those clients with service agreements with Land Information BC.

Performance Measure	2004/05 Estimated Base	2005/06 Target	2006/07 Target	2007/08 Target
2-2. Percentage of clients covered by service agreements satisfied with land information services.	55%	60%	65%	70%

Objective 3: *Transformed business delivering improved information services.*

Transforming the ministry's delivery of information services, through partnerships and other business re-alignments and through innovations like electronic service delivery, helps focus the ministry and its partners on what we each do best. This in turn delivers tangible services benefits and reduced costs.

Key strategies:

- implement new, more efficient, client-focused business practices, processes and tools
- improve data management in government through communicating roles and responsibilities for data custodians
- develop and maintain partnerships with other governments, industry, academia and other organizations
- migrate to electronic service delivery.

Performance Measure:

Partnership benefits: The ministry's overall cost recovery from partnerships with other governments, industry and academia provides an indicator of partnership benefits.

Performance Measure	2004/05 Estimated Base	2005/06 Target	2006/07 Target	2007/08 Target
2-3. Amount of cost recovery, cost reduction, cost avoidance and grants/ contributions through partnerships.[1]	$3.1 million	$5.3 million	$7.9 million	$9.5 million

[1] Current targets are based on the measurement of recoveries only. Over time, as systems permit, measurement of cost reduction and cost avoidance will be introduced.

Goal 3: *Sound governance of land and resource management.*

(Principles, policies and legislation to guide sustainable resource management.)

The ministry leads the development of strategic principles, policies and legislation to guide resource planning, tenuring, disposal and pricing to ensure the optimal use of Crown land and other resources.

The ministry also sets strategic policies concerning property assessment and oversees the effective management of contaminated sites on provincial land. Ministry policies impact on Land and Water British Columbia Inc., BC Assessment and the Agricultural Land Commission and, to a lesser extent, on other natural resource ministries.

These principles, policies and legislation are expected to improve certainty of access to land and other resources, reduce conflict regarding natural resource use, accelerate and expand economic development opportunities and provide better support to government and industry decision-makers.

Core Business Area: *Sound Governance and Property Assessment Services.*

Objective 1: *Corporate policies and legislation that address government priorities for sustainable economic development.*

Strategic land and water policy and legislation supports the ministry's strategic resource-planning strategies under Goal 1 as well as the tenure-allocation processes of other agencies, such as Land and Water BC. Strategies under this objective will also result in more streamlined regulatory processes through a shift to performance-based regulation and removal of outmoded regulations.

In particular, the ministry will ensure land and resources are allocated to their optimal use with regard to economic, social and environmental values. Additionally, the ministry will work to reduce land-use conflict between resource users and increase investment certainty in the resource sector. Other strategies concerning the pricing of Crown resources will assist achievement of an effective, efficient and fair return for their use. Training and other forms of support to property assessment appeal processes will help ensure fairness of property assessments.

Key strategies:

- develop corporate strategies and legislation for the effective governance of Crown land and water resources
- identify on-going regulatory reduction and regulatory reform opportunities
- lead the development of strategic property assessment policies and legislation
- manage the annual Property Assessment Review Panel process.

Performance Measure:

Reducing the regulatory burden: The ministry's continued success in adhering to regulatory reform will be indicated by this government-wide measure.

Performance Measure	2004/05 Baseline	2005/06 Target	2006/07 Target	2007/08 Target
3-1. Regulatory requirements maintained at or below June 2004 baseline.	5,908	0% net increase	0% net increase	0% net increase

Objective 2: *A framework for sustainable resource management that informs policy and performance management.*

By implementing the strategies under this objective, the ministry will: help ensure the sustainability of its strategic-level policies and plans; promote sustainability outside of the ministry; and develop performance planning, reporting and evaluation strategies to ensure its performance is effective, efficient, accountable and risk-managed.

Key strategies:

- incorporate the governance principles for sustainability within the ministry
- advance thinking and practice about sustainability outside of the ministry
- provide advice on sustainability and environmental strategies associated with the 2010 Olympic and Paralympic Winter Games[5]
- represent the ministry in key intergovernmental initiatives
- lead development and implementation of improved performance measures, an enterprise-wide risk management process, an improved performance-tracking system and a performance-management culture.

Performance Measure:

Demonstrating and promoting sustainability: This measure concerns the number of specific formal actions — such as workshops, reports or agreements — advanced by the ministry, in cooperation with external partners, to promote the sustainable management of B.C.'s resources.

Performance Measure	2004/05 Base	2005/06 Target	2006/07 Target	2007/08 Target
3-2. Number of new formal activities established with external stakeholders that demonstrate and promote key elements of sustainability.	• Canadian Business for Social Responsibility — Aboriginal Engagement and Sustainability Conference, February 2005. • Mining Association of BC — Sustainable Strategy.	3	3	3

Objective 3: *Contaminated sites on provincial lands are managed through a consistent, informed, priority-based process.*

Achievement of this objective will ensure that, within limited resources, contaminated sites are chosen for remediation to address the greatest public health and environmental risks and then released for productive use. The ministry was assigned the lead on this issue early in 2003 to address the recommendations of the 2002 Auditor General's Report on Managing Contaminated Sites on Provincial Lands.

[5] In conjunction with the Ministry of Water, Land and Air Protection.

There are two parts to the ministry program addressing the objective. The first involves managing the program and Cabinet-approved policy concerning provincial contaminated sites for which various provincial agencies have responsibility.

Key strategies:

- inventory, classify and prioritize known provincial contaminated sites using a risk-based approach
- coordinate funding requests and site investigations to address the province's highest priority sites
- implement accountability and reporting requirements related to these sites.

Part two concerns the effective management of individual contaminated sites for which the ministry is responsible.

Key strategy:

- oversee remediation of significant, historic contaminated sites such as the Britannia Mine and Pacific Place.

Performance Measure:

Cross-ministry program implementation: The measure indicates progress being made in entering information on known provincial contaminated sites into an inventory database. Current estimates are that there are upwards of 2,000 such sites.

Performance Measure	2004/05 Estimated	2005/06 Target	2006/07 Target	2007/08 Target
3-3. Number of known provincial contaminated sites which have been inventoried.	300	600	900	1,200

Related Initiatives and Planning Processes

Deregulation and Regulatory Reform

Maintaining the success achieved in reducing the regulatory burden over the last three years is a ministry commitment. During the next three years, the ministry will continue seeking opportunities for regulatory reform, including further shifts towards results-based regulations.

The ministry is also committed to achieving a zero per cent net increase to the regulatory burden as indicated in the regulatory reform performance measure under Goal 3, Objective 1, on page 21.

Human Resource Management Plan

The Ministry of Sustainable Resource Management is committed to living and modeling ministry values and ensuring it is a sought-after, well-respected and innovative place to work — a place where employees are recognized for their contributions, encouraged to take advantage of development opportunities and have a challenging, yet balanced, workload. To demonstrate the ministry's commitment, a "People Plan" has been developed, which is also linked to the Corporate Human Resource Plan. An overview of the People Plan is available on the ministry website at: http://srmwww.gov.bc.ca/sp2005/hrmp.html.

(PDF version — http://srmwww.gov.bc.ca/sp2005/hrmp.pdf)

Information Resource Management Plan

Front and centre, the ministry is in the information-management business. Its largest core business, Land Information BC, provides leadership in spatial and geographic information. Effective and efficient management of information technology and resources in the form of human and systems capital are therefore critical to achievement of the ministry's service plan goals, objectives and performance targets. A road map for moving forward is covered by the ministry's Information Resource Management Plan, a summary of which is available at: http://srmwww.gov.bc.ca/sp2005/irmp.html.

(PDF version — http://srmwww.gov.bc.ca/sp2005/irmp.pdf)